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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training
THRU : Chief, Language and External Training School *JS*

DATE: 15 March 1955

FROM :

SUBJECT: Analysis of Report on Area, Language and External Training, 1 July 1954 to 31 December 1954.

1. In accord with your instructions transmitted through Mrs. I have prepared, and submit herewith an analysis of the semi-annual Report on Area, Language and External Training.

2. A copy of the analysis has been transmitted to the Chief, PRS, for information and for whatever comment is deemed appropriate.

3. It is recommended that a general summary of this analysis be presented to the TLO's, in order that maximum benefit from the report may be obtained.

4. Should you feel that further analysis oriented towards additional findings would be beneficial, I shall be glad to extend the study. Among possibilities is a fairly detailed analysis of the comparative costs of language training provided:

- (a) with Agency facilities,
- (b) at private institutions in the Washington area,
- (c) at Government institutions in the Washington area,
- (d) at academic institutions outside the metropolitan area, and
- (e) at government institutions outside the metropolitan area.

This and other analyses believed to be of potential value would draw heavily from this report but would be supplemented by other relevant material not in the report.

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Analysis of Report on Area, Language and External Training,
1 July 1954 to 31 December 1954

1. General Conclusions

a. Normally about 50% of the requirements for FY 1955 should be represented by requests for training submitted during the period of the report. The percentage, however, is considerably less, indicating a lack of realism in the requirements submitted. Above all, the number of training requests is not a valid reflection of the real needs of the Agency for training.

b. The number of personnel who can be trained at equivalent total cost (\$96,519.99) at external facilities can be considerably increased (over 100) by the provision of adequate training in the Washington area, thus eliminating the cost of travel and per diem. Where scheduling and availability permit, an increasing number of Agency personnel are being trained in the Washington area, some without cost to the Agency.

c. An increasing number of personnel are also being trained in internal language classes with resultant savings to the Agency in excess of \$100,000.00. Provision of internal area training would also result in considerable savings as well as training directly oriented to the area training requirements of the Agency.

d. In internal language training, the lack of attendance in class and lab is in part due to pressure from the component to complete current work. This is another indication of the failure to make the commitment to training required for competence. This School has developed a weekly reporting system on individual performance, class and lab attendance. The provision of this information to the TIO's has already resulted in substantial improvement.

2. Area

a. Out of a total of 260 area training requirements for FY 1955, 59, or 23%, have been followed up by training requests.

b. The average cost of area training at external facilities was \$483.00.

c. Of the total cost of area training (\$28,467.88), \$6250 or 22% was for the cost of travel and per diem for 6 of the total number of personnel. In these 6 cases, 50% of the cost of training was for travel and per diem. This cost was equal to the cost of training 13 additional personnel in area at external facilities at the average cost.

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NOTE: These figures do not include personnel in training at [] since the funds were not obligated during the period of the report. Area costs will be considerably higher when the costs of these programs, including travel and per diem, are reflected in the report.

3. Language

a. Out of a total of 583 language training requirements for FY 1955, 394, or 68%, were followed up by training requests, met either at external facilities (79) or in internal classes (315). It is probable that a number of these personnel trained internally would not have been committed to language training at an external facility.

b. The average cost of language training, both part-time and full-time, at external facilities was \$350.00. This total includes 9 personnel who received intensive language training at the Navy Language School or at the National Security Agency at no cost. Omitting these personnel, the average cost of external language training was \$396.00.

c. Of the total cost of language training (\$27,717.95), \$5633.50 or 20% was for the cost of travel and per diem for 6 of the total number of personnel. In those 6 cases, 75% of the cost of training was for travel and per diem. This cost was equal to the cost of training 14 additional personnel in language at external facilities at the average cost.

d. 315 personnel were trained in language classes in the Agency. If these personnel had been trained at external facilities, at the average cost, the increased cost to the Agency would have been \$124,740.00.

e. Of the total personnel enrolled in language classes in the Agency 18% dropped the course. Almost 1/5 of personnel entering internal language training do not complete training.

f. Of personnel attending language classes in the Agency, class attendance was 86% of that required, but only 52% of the required lab time which is integral to training was put in. Weekly reporting to the TLO's is improving these percentages.

g. In addition to those persons trained at external facilities and in internal classes, 176 personnel enrolled for self-study programs in the language laboratory. On average, these personnel committed only 28% of the required time to the lab. Over 7700 hours of lab time are owed in self-study programs. It appears that for

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most persons self-study is not the answer, and that commitment to class programs is required to improve proficiency.

4. Other Training (External)

a. Out of a total of 606 requirements for other training for FY 1955, 183, or 30%, were followed up by training requests.

b. The average cost of other training was \$220.00.

c. Of the total cost of other training (\$40,334.16), \$16,492.27, or 41% was the cost of travel and per diem for 58 of the total number of personnel. In those 58 cases, 71% of the cost of training was for travel and per diem. This cost was equal to the cost of training 74 additional personnel at external facilities at average cost.

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